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Accepted	The factor is some what flexible i.e. two additional programmers are available if the plan requires it.
Access	To gain entry into, or to instruct or communicate with, the logical, arithmetical, or memory function resources of a computer, computer system, or computer network.
Acquisition Process	The process of acquiring personnel/goods/services for new or existing work within the general definitions of contracts requiring an offer and acceptance, consideration, lawful subject matter and competent parties.
Acronym	A cryptic name for a project, program or sponsor based on the first letters of the words in a project name.
Action Item	An important item which needs to be addressed or accomplished outside of or in addition to the WBS. Normally requiring a small amount of effort.
Action Item Control	A process that provides a mechanism to document and track action items that arise during project planning and execution.
Action Item Status	A list of action items, including a description, point of contact, and dates of action and resolution.
Active Project	A project that is in progress.
Activity Description	A name that easily identifies an activity or task.
Activity(ies)	A task or series of tasks performed over a defined period of time.
Actual Cost of Work Performed (ACWP)	The direct costs actually incurred and the indirect costs applied in accomplishing the work performed within a given time period.
Actual Finish Date	The calendar date work actually ended on an activity. It must be equal to or after the start date.
Actual Start Date	The calendar date work actually began on an activity. It must be prior to or equal to the finish date.
Agency	Used to define a general state organizational level consisting of the Agency and Departments interchangeably. Reference to Agency (with a capital “A”) is used for reference to a specific Agency or to that specific organizational level.
Algorithm	A general term used to refer to a mathematical formula or processing routine that, based on parameters, performs a set calculation(s) or performs a specific set of tasks.
Alternative Analysis	Breaking down a complex scope situation for the purpose of generating and evaluating different solutions and approaches.

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Alternatives	Identification of other approaches or solutions and the impact of tradeoffs to attain the objectives.
Analysis	The study and examination of something complex and the separation into its more simple components. Analysis typically includes discovering not only what are the parts of the item being studied, but also how they fit together. An example is the study of schedule variances for cause, impact, corrective action, and results.
Approve	To accept as satisfactory. Approval implies that the item approved has the endorsement of the approving entity. The approval may still require confirmation by somebody else, as in levels of approval. In management use, the important distinction is between approve and authorize. See authorization.
Assumptions	Factors that for planning purposes will be considered to be true, real or certain. Stakeholders must be aware of and agree to these assumptions or it may result in a variance in expectations.
Audits	A planned and documented activity performed by qualified personnel to determine by investigation, examination, or evaluation of objective evidence, the adequacy and compliance with established procedures, or the applicable documents, and potentially the effectiveness of a project.
Authorization	The power granted by management to specified individuals allowing them to approve transactions, procedures, or total systems such as the Steering Committee delegating approval of deliverables to certain users or user groups.
Authorized Work	An effort that has been approved by higher authority and may or may not be defined.
Baseline	Management plan and/or scope document fixed at a specific point in time in the project life cycle. Each project is baselined at least once at the beginning. As a project evolves, it may be re-baselined.
Breakdown	Identification of the smallest activities or tasks in a job according to a defined procedure.
Budget	When unqualified, refers to an estimate of funds and/or resourcres planned to cover a program or project.
Budgeted Cost for Work Performed (BCWP)	The sum of the budgets for completed activities and completed portions of open activities, plus the appropriate portion of the budgets for level of effort and apportioned effort. Also known as "Earned Value".
Budgeted Cost for Work Scheduled (BCWS)	The sums of the budget for all activities, planning activities, etc., scheduled to be accomplished (including in-process activities), plus the amount of level of effort and apportioned effort scheduled to be accomplished within a given task period. Also known as the plan.

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Budgeting	Part of the planning function and control mechanism for a project.
Burdened Cost	Total employee costs including salary, benefits, vacations, sick days, etc. Sometimes referred to as loaded rate.
Burn Rate	The number which represents the average cost of the project by hour, day or week.
Business Case	The primary deliverable from the Initiating process group. It documents the program charter, the high-level plan for solving the documented business problem and a planning budget used to determine the merits of moving forward.
Business Plan	Model used by a manager for planning and scheduling project work.
Calendar	The calendar used in developing a project plan. This calendar identifies project work days and can be altered to define the work week.
Calendar Unit	The smallest unit of the calendar produced. This unit is generally in hours, days, or weeks; it can also be grouped in shifts.
CCB	Change Control Board is to approve changes at a level established by the Steering Committee. The Board should consist of the Change Manager, key technical and management staff from the project team, representation from executive management, stakeholders, and user communities.
Change	An increase or decrease in any of the project characteristics, usually referring to specifications.
Change Control	The process of controlling, documenting, and storing the changes to control items. This includes proposing the change, evaluating it, approving or rejecting it, scheduling it and tracking it.
Change in Scope	A change in objectives, specifications, work plan, cost or schedule that results in a material difference from the terms of previously granted approval to proceed.
Change Management Process	A set of tasks or procedures established to ensure that project performance is measured to the baseline and changes are reviewed, approved or rejected, and the baseline updated.
CIO	Chief Information Officer
Close-Out Stage	The stage the project enters when all activities are complete and the product finished. It is the last phase of the project management life cycle.
Completed Activity	An activity with an actual finish date and no remaining work to be done.
Computer Network	Any system that provides communication among one or more computer systems and input/output devices including, but not limited to, display terminals and printers connected by telecommunication facilities.

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Concept	An imaginative arrangement of a set of ideas.
Concept Phase	A generic term used to define both the first stage in a project management process and in a generic project life cycle. The first of the sequential phases in the generic project life cycle. Also commonly referred to as the Initiating process.
Conceptual Design	A process of choosing/documenting the best approach to achieve project objectives.
Conceptual Project Planning	The process of developing broad-scope project documentation from which the technical requirements, estimates, schedules, control procedures, and effective project management will all flow.
Confidential Information	Information maintained by state organizations that is exempt from disclosure under provisions of State or federal laws.
Configuration Management	Processes including procedures and tools to control project deliverable(s) in terms of release and revision. A system of procedures that monitors emerging project scope against the scope baseline. Requires documentation and management approval on any change to the baseline.
Conflict Management	The process the project manager uses to deal with the inevitable disagreements, both technical and personal in nature.
Conflict Resolution	The process of seeking a solution to a problem. Five methods in particular, that have been proven successful are confrontation, compromise, smoothing, forcing, and withdrawal.
Consensus (JAD)	When applied to Joint Application Development, the agreement to support the decision of the groups.
Constrained	The factor (time, budget, staffing) can not be changed or is severely limited. e.g. the project must be done before Jan 1st
Contingencies	Specific provisions for unforeseeable elements of cost and schedule within the defined project.
Contingency Plan	A plan that identifies key assumptions, beyond the project manager's control, and their probability of occurrence. The plan identifies alternative strategies for achieving project success. It is considered part of risk management.
Contingency Planning (Mitigation)	The establishment of management plans to be invoked in the event of specified risk events. Examples include the provision and prudent management of sequences or "work-arounds," emergency responses to reduce, and the evaluation of liabilities in the event of complete project shut down.

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Contract	A binding agreement to acquire goods and/or services in support of a project.
Control Item	A project element that is considered a unit for the purpose of configuration management. This includes such items as software modules, versions of software systems, the project design document and the project plans.
Control System	A mechanism that reacts to the current project status in order to ensure accomplishment of project objectives.
Corrective Action Plan	Action necessary to correct variance from the project plan. This directive is the result of the tracking and review process.
Cost	Expenditures required to accomplish a project activity.
Cost Budgeting	The process of establishing budgets, standards, and a monitoring system by which the investment costs of the project can be measured and managed.
Cost Estimates	The project's economic budget for labor, hours, equipment, risks, etc.
Cost Factors	Components of the economic influences on a project.
Cost Model	A tool prepared for cost estimation of the project.
Cost Performance Index (CPI)	The value earned for every measurable unit of actual cost expended. CPI = BCWP/ACWP
Cost Variance(CV)	The numerical difference between earned value (BCWP) and actual costs (ACWP).
Cost/Schedule Impact Analysis (CSIA)	The process followed to determine the cost and/or schedule impact of a specific change with a project.
Crashing	Implementing an alternative series of tasks to accomplish a specific objective. Often done to get a project back on schedule. Generally, raises the overall cost of the project.
Critical Activity	Any activity on a critical path.
Critical Path	A sequential path of activities in a network schedule that represents the longest duration of a project. Any slippage of the tasks in the critical path increases the duration of the project unless corrective actions are implemented.
CSIA	See: Cost Schedule Impact Analysis
Critical Path Method (CPM)	A scheduling technique that uses precedence diagrams for graphic display of the work plan. The charts are referred to as network diagrams.
Critical Path Network	A plan for the execution of a project that consists of activities and their

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(CPN)	logical relationships to one another.
Critical Ratio	Multiply the CPI by the SPI. If the critical ratio is between .9 and 1.2, the task or group of task being analyzed is probably OK. **Critical Ratio = CPI X SPI or** $\frac{\text{BCWP}}{\text{ACWP}} \text{ X } \frac{\text{BCWP}}{\text{BCWS}}$
Critical Success Factors	A description of factors necessary to ensure the success factors of the project's design, development, and implementation. They are based on the user's, stakeholder's and project sponsor's view of the project.
Current Estimate	Forecast of start and finish dates, hours of effort, and cost, which is made at any point in time after the baseline start date has passed.
Data Collection	The gathering and recording of facts, changes, and forecasts for reporting and future planning.
Decomposing (Decomposition)	The process of breaking down activities and the work package to a manageable level, usually to a timeframe of 8 to 80 hours.
Deflection	The act of transferring all or part of a risk to another party, usually by some form of contract
Deliverable(s)	A report or tangible product of one or more tasks that satisfy one or more objectives of the project.
Design	The creation of final approach for executing the project's work.
Design Control	A system for monitoring project scope, schedule, and cost during the project's design stage.
Detail Schedule	A schedule used to communicate the day-to-day activities to working levels on the project. A schedule must incorporate planned start dates and planned finish dates.
Development Strategy	A description of the project's technical strategy, i.e. architecture, technical approach, etc.
Discrete Activity	A task that has a deliverable, is measurable, and has a definite start and finish. A low-level task on the Work Breakdown Structure would be an example of a discrete activity.
Display	A pictorial, verbal, written, tabulated, or graphical means of transmitting findings, results, and conclusions.
Earned Value (EV)	This is a mathematical calculation used to estimate what you got for what you spent. Also referred to a budgeted cost of work performed.
Economic Evaluation	The process of establishing the value of a project in relation to other state standards/benchmarks.

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Elapsed Days	Elapsed number of work days for any given task, group of tasks for projects.
Enterprise Projects	Collection of related projects, which together accomplish specific goals and objectives. Enterprise projects are defined in the initiating phase and Project Statement.
Estimate	An evaluation of all the costs of the elements of a project or effort as defined by an agreed-upon scope.
Estimated Cost at Completion (EAC)	The value (expressed in dollars and/or hours) developed to represent a realistic appraisal of the cost of the project once it is completed. It takes into consideration actual cost, plus projected cost, and is an assessment of the total project effort.
Estimated to Complete (ETC)	The remaining costs to be incurred to satisfy the complete scope of a project at a specific date. The difference between the cost to date and the forecast final cost.
Event	An identifiable single point in time on a project.
Exception Reporting	The process of documenting those situations where there are significant deviations from the specifications of a project. The assumption is made that the project will be developed within established boundaries. When the process falls outside of those boundaries, a report is made on why this deviation occurred.
Execution Phase	It is used in this Framework to define a general stage of a project after startup and before closeout. It is the phase of work where the development team produces the primary project deliverables.
External Network	Any public or private communications network external to the organization. Examples include Bulletin Board Services, subscription services such as CompuServe, America Online, Prodigy, Genie, Logitech, Lexis/Nexis, and Barclay's, public access network such as the Internet World Wide Web Gopher, etc.
Fast Tracking	The process of overlapping critical path tasks to attempt to get the project back on schedule after the schedule has slipped. Fast-tracking typically raises project risks.
Feasibility	The assessment of capability or reasonableness of being completed, including the possibility and probability.
Feasibility Studies	The methods and techniques used to examine technical and cost data to determine the economic potential and the practicality of a project.
Feedback	Information (data) extracted from a process or situation and used in controlling (directly) or in planning or modifying immediate or future inputs (actions or decisions) into the process or situation.

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Firewall	Security provided by software and hardware to control access methods to a computer system or network, to guard against unauthorized users introduction of contaminants to the system.
Framework	A device used to define the basic structure of materials according to an overall concept of planning and managing. It includes policies, required processes, and their interrelationship.
FSR	Feasibility Study Report
Functional Requirements	What the systems/products are, do, or provide from the user's point of view.
GANTT Chart	Graphic representation of a project schedule that shows each job as a bar whose length is proportional to its duration. The bars appear in rows and indicate the job start and end times.
Gap Analysis	A detailed analysis of the reasons that actuals differ from plan.
Guideline(s)	Used to define a collection of steps that are recommendations to be followed to meet a stated policy(s).
Improved	The factor is very flexible. e.g. when initially developing the plan, the project has no specific deadline therefore the schedule is improved. Factors in this case are resources, schedule and scope.
Independent Project Oversight	A process that employs a variety of quality control, inspection, testing measurement, and other observation processes to ensure that planned project objectives are achieved in accordance with an approved plan. Project oversight is usually done by an independent entity (separate from the project team) trained or experienced in a variety of management and technical review methods. Project oversight includes both technical and management oversight.
Independent Validation and Verification (IV&V)	The process of an agency that does not report through the project management reporting chain. It evaluates a product at the end of the development process to determine whether it satisfies specified requirements, and whether the products of a given development phase, satisfy the conditions imposed at the start of that phase.
Initial Risk Identification	The process of identifying risks that might impact a project. The risk identification process is recommended for agencies to evaluate a project.
Initiation	See: Project Initiation
Installation	A description of the project's method of transition to production, e.g. phased cutover, single cutover, etc.
Internet Access	All access from personal computers to the Internet, including e-mail, Web browsers, File Transfer Protocol (FTP) clients and other commonly used internet programs.

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Intranet	A network entirely within a department or company, providing communications and access to information, similarly to the Internet, with Web pages, etc., for internal use only.
Issue	A major question or item of research, which needs to be assigned, tracked and resolved. After resolution, issues can often become change requests.
Issue Control	A process that provides a mechanism to document, research and resolve issues that arise during project planning and execution.
ITAB	Information Technology Advisory Board
Iterative	Repeating a process or design until all questions, issues, objectives are resolved and the product is approved.
JAD	Joint Application Development or Joint Application Design
Joint Application Develoment / Design	The methodology of using groups of users, experts and decision makers to solve a problem, complete a design, describe requirements or accomplish other similar kinds of objectives.
LAN	Local area network is a means by which multiple workstations and/or servers interconnect to share common peripheral devices and data with a single location.
Leadership	The way in which the project manager influences the project team to behave in a manner that will facilitate project goal achievement.
Level of Effort (LOE)	Work that cannot be effectively associated with a definable end product process result. It is measured in terms of resources actually consumed within a given time period, e.g. project manager time, Steering Committee time.
Life Cycle Costing	The concept of including all costs within the total project from initiating through implementation, startup to dismantling. It is used for making decisions between alternatives and expresses the total cost of a system.
Management Project Oversight	The process of evaluating and monitoring the project management processes that exist for a given project and ensuring that the stated process conforms to the project plan.
Management Styles	Refers to a series of styles that a manager may elect to use to lead and motivate a team. Some specific styles are: authoritarian, combative, conciliatory, disruptive, ethical, facilitating, intimidating, judicial, promotional, and secretive.
Master Schedule	A comprehensive list of an approved project, containing schedule and progress statistics.
Method	The manner or way in which work is done. When formalized into a prescribed manner of performing specified work, a method becomes a procedure.

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Methodology	Used to define the processes, policies, and guidelines that are included as part of the framework for project management.
Milestone	A significant event in the project (key item or key event).
Mission Statement	A concise statement, usually one paragraph, summarizing what the project is about and what it will accomplish.
Mitigation	The act of defining strategies in terms of scope, budget, schedule, or quality, in order to reduce uncertainty on the project.
Monitoring	The capture, analysis, and reporting of actual performance compared to planned performance.
Network Diagram	A schematic display of the sequential and logical relationship of the activities that comprise the project.
Networking	The exchange of information or services among individuals, groups, or institutions.
Node	One of the defining points of a network; in a network diagram, it is a junction point joined to some or all of the others by dependency lines.
Non-Conformance	A deficiency in characteristics, documentation, or procedure that renders the quality of material/service unacceptable or indeterminate.
Order of Magnitude	This is an approximate estimate made without detailed data, that is usually produced from cost data. This type of estimate is used during the formative stages of an expenditure program for initial evaluation of the project.
Organizational Politics	The informal process by which personal friendships, loyalties, and enemies are used in an attempt to gain an advantage in influencing project decisions.
Patch	An unscheduled quick fix required to correct a program malfunction.
Path	The continuous, linear series of connected activities through a network.
PERT Chart	This charting technique is typically done to crisply communicate the project's critical path. PERT is an acronym that stands for Program Evaluation and Review Technique. PERT charts can also be used to estimate the range of potential costs and timeframes of any given project.
Phase	A group of related tasks. Projects can be comprised of phases, to be accomplished over time, or a project can be one phase of a program.
PIER	Post Implementation Evaluation Report. A report generated during close-out activities.
Plan	An intended future course of action.

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Planning Stage	Determines details and approach of the project plan. It is the stage in which the plan is initially created.
Policy	A succinct statement that gives direction to state organizations to support IT implementation. Policies are high-level, overall statements that do not dedicate specific procedural steps or processes. Directives issued by management for guidance and direction where uniformity of action is essential.
Priority	The imposed sequences desired with respect to the scheduling of activities within previously imposed constraints.
Privacy	The right of individuals and organizations to control the collection, storage, and dissemination of information about themselves.
Procedure	Used to define a collection of steps that the organization is responsible for implementing to ensure that policies and process requirements are met.
Process	The set of activities by means of which an output is achieved.
Product	General terms used to define the end result of a project delivered to a customer. Sometimes referred to as a deliverable.
Program	An organization-based established business purpose generally accomplished through a series of related projects.
Progress Analysis	The evaluation of progress against the approved schedule and the determination of its impact. For cost, this is the development of performance indices.
Progress Report	A report comparing current project status against the baseline.
Project	A temporary process, which has a clearly defined start and end time, a set of tasks and a budget, that is developed to solve a well-defined goal or objectives.
Project Budget	The amount and distribution of money allocated to a project.
Project Categorization	A process state organizations complete to determine general size and complexity of an IT project at a very initial stage. This is prior to the project initiation process.
Project Change	An approved change to project work content caused by scope of work change or a special circumstance on the project.
Project Close-Out	A process that provides for acceptance of the project by the project sponsor, completion of various project records, final revision and issue of documentation, and the retention of essential project documentation.
Project Database	The automated portion of the project library.
Project Definition	The definition of what is expected to be obtained for the effort expended.

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Project Duration	The elapsed time from project start date through to project finish date.
Project Initiation	A process that occurs after state organization has completed the project concept and phase planning and denotes a series of steps to have the project externally approved and started.
Project Library	The collection of automated and manual files and reports used to plan, manage and control a project.
Project Life Cycle	A collection of phases through which any project passes. Note that the number of phases and the breakdown are dependent on the methodology being used. A typical waterfall life cycle has either 4 or 6 phases.
Project Management (PM)	The processes of directing and coordinating human and material resources throughout the life of a project by using management techniques to achieve predetermined objectives of scope, cost, time, quality, and participant satisfaction.
Project Manager	The individual appointed and given responsibility for management of the project.
Project Number	The number given by organizations to identify an approved project.
Project Objectives	A description of the specific functionality that the project intends to accomplish upon implementation.
Project Oversight	A process that employs a variety of quality control, inspection, testing measurement, and other observation processes to ensure that planned project objectives are achieved in accordance with an approved plan. Project oversight is usually done by an independent entity (separate from the project team) trained or experienced in a variety of management and technical review methods. Project oversight includes both technical and management oversight. (Same as Independent Project Oversight).
Project Overview	A summary of the project's Mission, Description, Scope, and Key Objectives.
Project Plan	A management summary document that gives the essentials of a specific project in terms of its objectives, justification, and how the objectives are to be achieved. It should describe how all the major activities under each project management function are to be accomplished, including that of overall project control. The project plan will evolve through successive stages of the planning process.
Project Planning	The identification of the project objectives and the ordered activity necessary to complete the project plan. The identification of resource types and quantities required to carry out each activity or task.
Project Schedule	A graphical representation of predicted tasks, milestones, dependencies, resource requirements, task duration, and deadlines.

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Project Sponsor	The Project Sponsor (PS) is generally the key executive user related to the project. The PS should approve the project plan, help gain funding, ensure the project has adequate resources, and interface to other members of management team. The PS is generally a member of the Steering Committee.
Project Summary	Defines the estimated value of the project, the deliverables, the effort's duration, the purpose, goals, acceptance and completion criteria, assumptions, major dependencies/constraints, and status. It is updated monthly.
Project Tasks (Activities)	The activities that accomplish the project objective.
Quality	A composite of attributes (including performance features and characteristics) of the product and process required to satisfy the need for which the project is undertaken.
Quality Assurance	A planned and systematic means for assuring management that defined standards, practices, procedures, and methods are applied to a project.
Quality Management	A collection of quality policies, plans, procedures, specifications, and requirements is attained through quality assurance (Managerial) and quality control (Technical).
Quality Plan	Planned and systematic process for evaluating the satisfaction of the project.
Quality Process Review	The technical process of using data to decide how the actual project results compare with the quality specification.
RAM	Risk Assessment Model used as part of the Feasibility Study process.
Relative Priority	The specific prioritization of any individual request in relation to other requests in the same general priority group.
Release	Piece of a product that delivers functionality to the customer, but is not a complete system. Limited scope for installation of software. There may be multiple releases within a version.
Required Process(es)	Used to define a specific course(s) of action that are mandated by ITAB, law, agency or CIO directives.
Required Skills	The ability and knowledge necessary to perform work tasks.
Requirements	A description of product functions that collectively ill satisfy the overall business goal.
Requirements Process	The disciplined application of proven methods and tools to describe a proposed system's intended behavior and its associated constraints.

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Resource	Something that lies ready for use or that can be drawn upon for aid or to take care of a need.
Resource Loading Profiles	Detailed staffing plan including number of personnel by type over time.
Resource Planning	The identification of resource components required to complete the project.
Resource Profiles	See: Resource Loading Profiles
Risk	Any factor that potentially can jeopardize the successful completion of a project.
Risk Analysis	Systematically determining the impact of identified risks on the project.
Risk Assessment	Review, examination, and judgment of whether or not the identified risks are acceptable. It also includes the process of determining the potential impact of any given risk occurrence. Initial risk assessment is used as a tool to determine project oversight requirements.
Risk Event	The precise description of what might happen when a risk occurs.
Risk Management	The art and science of identifying, analyzing, and responding to risk factors throughout the life of a project and in the best interests of its objectives.
Risk Mitigation	The act of revising the project's scope, budget, schedule, or quality, in order to reduce uncertainty on the project.
Risk Probability	The likelihood a risk event is likely to occur.
Roll Out	A term often used to describe the portion of the SDLC where the IT deliverables, e.g. hardware, software, networks, etc., are implemented throughout the organization.
Schedule	A display of project time allocation for all tasks in a given project.
Schedule Update	Revision of the schedule to reflect the most current scope, timeframe, deliverables and requirements.
Schedule Variance (SV)	The numerical difference between Earned Value (BCWP) and the Budget Plan (BCWS).
Scheduling Tools	Tools that support the scheduling efforts of a project, such as a GANTT or PERT chart.
Scope of Work	A narrative description of the work to be accomplished, deliverables to be produced or processes to be followed.
SDLC	System Development Life Cycle
SOW	Statement of Work, another phrase used to describe scope of work.

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Sponsor	Customer representative responsible for sponsoring the project and usually in charge of project funding.
Stakeholders	Individuals or organizational entities whose stake in the project is sufficient for them to attempt to play a role in affecting the outcome of the project.
Standards	Set of criteria used to accomplish a specific task and describe what the finished product should be.
Standards Template	Set of project planning guideline patterns to select from, based on project size. Contains minimum standard deliverables that MUST be met.
Start-Up	The period after planning during which the project is baselined and resources are committed.
State Organization	Used to define a general state organizational level consisting of the Agency and Departments interchangeably. Reference to Agency (with a capital "A") is used for specific reference to an Agency or that specific organizational level.
Status	The condition of the project at a specified point in time.
Status Report	A report containing specific information on a specific project.
Status Report Package	A collection of reports produced at pre-defined intervals to provide information on the project.
Steering Committee	The group of senior level people within an organization that provides high-level oversight to a project. The Project Manager reports to the Steering Committee. The Steering Committee assumes overall responsibility for addressing project risks based on the judgment of the members and recommendations of the Project Manager.
Strategy	A framework guiding choices that determine the nature and direction needed to attain an objective.
Support Organization	Any group outside of the project leader's control, that is responsible for tasks on the work breakdown structure.
System	A methodical assembly of actions or things forming a logical and connected scheme or sequence of tasks, calculations, reports or access to data.
System Development Life Cycle	The type of methodology to be used in system development, e.g. System Development Methodology, Information Engineering Methodology, or Rapid Application Development Methodology.
System Development Methodology (SDM)	A structured approach to designing and implementing computer applications.

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Task	An activity, or series of activities, which are necessary to accomplish the project objectives.
Task Analysis	A process and associated form used to document the efforts, issue and cost associated with a complex task.
Team Building	The process of influencing a group of diverse individuals, each with their own goals, needs, and perspectives, to work together effectively for the good of the project, such that their team will accomplish more than the sum of their individual efforts could otherwise achieve.
Team Member	The individuals, reporting either part time or full time to the project manager, who are responsible for some aspect of the project's activities.
Technical Project Oversight	The processes by which a project oversight organization evaluates a design and development product to determine whether it satisfies specified requirements, and whether the products of a given development phase satisfy the conditions imposed at the start of that phase. This evaluation is a process separate from the actual project execution activities, and status is reported external to the project.
Technical Specifications	Documentation that describes, defines, or specifies the goods/services to be supplied. Generally, technical specifications refer to the specifications related to computer architecture, database, operating system, etc.
Variance	Any actual deviation from an intended or budgeted figure or plan. A variance can be a difference between intended and actual time. Any difference between the projected duration for an activity and the actual duration of the activity. Also, the difference between projected start and finish dates and actual or revised start and finish dates.
Version	Represents a major addition in functionality and/or the look or use of a product.
Version Control	A process used to control the release and installation of versions of developed software, purchased software, test systems or potentially any deliverable produced by the development team. This includes recording and saving each release and documenting the differences between the releases.
WAN	Wide area network is a means by which multiple workstations and/or servers interconnect to share common peripheral devices and data with multiple locations.
Work Breakdown Structure (WBS)	A division of tasks that define, organize, and display the work to be accomplished to achieve the specified product or services.
Work Around	A response to negative risk event. Distinguished from contingency plan in that a workaround is not planned in advance of the occurrence of the risk event.

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Work Days	Days that are valid working days for the project team. For example, Monday through Friday excluding holidays would be normal work days.
Work Packages	The descriptions of work to be accomplished within a given task. Theses work packages are given to individuals who are then accountable.
Work Product Identification (WPI)	A report, which identifies the deliverables to be produced during a project. The report is part of the project plan but is also included as a part of each status report package.
Work Schedule	Contains target hour and start and finish dates for each activity, group of activities and the project as a whole.
Work Unit	A calendar time unit when work may be performed on an activity, i.e. hour, day, week.